

Guidance for Utilizing the Region-wide Professional Services Contracts

The Northern Region in Missoula, Montana was given the task of putting together and awarding professional services ID/IQ [indefinite delivery/indefinite quantity] type contracts. These contracts are designed for use by all units in Region 1 (see Attachment 3, Guidelines for Initiating Task Orders against these projects). Four contracts were awarded as a result of the solicitation (RFP R1-01-22) (listed alphabetically (see Attachment 1 for contractor's information):

- Foster Wheeler Environmental Corporation (Contract # 53-0343-2-0003)
- Parametrix, Inc. (#53-0343-2-0004)
- Science Applications International Corporation ([SAIC](#)) (#53-0343-2-0005)
- [Tetra Tech](#), Inc. (#53-0343-2-0006)

Each of the contracts was awarded for one base year with an option to renew for up to an additional two years (through July FY04). These contracts are available for your unit's use and review, at your area procurement service center.

These firms have previously worked with the FS in various aspects – EISs, EAs, specialist reports, surveys, etc. Most of the firms employ former Forest Service employees.

By awarding multiple contracts, the most time consuming procedures required by the Federal Procurement Regulations have been met. Therefore, having these contracts already in place should expedite getting an individual project awarded, achieve an earlier completion date and be accomplished with a contractor who will succeed.

Attachment 4 will be used to document and evaluate contractor performance.

Attachment 5 is a listing of prices for each of the firms. Any travel the contractor incurs is in addition to these rates.

GSA has posted on one of their websites, examples of some [Statements of Work](#) and Scopes of Work that they have written that may assist you. Click on "Environmental Resource Library" then click on "Statements of Work." Clicking on Scopes of Work provides other examples (Ignore the heading that states, "For GSA Employees only." That statement is intended for that heading item only). Additional information on [NEPA contracting](#) is also available on the R1/R4-intranet.

By Presidential direction, the Region will be issuing more performance-based service contracts, NEPA contracting among them. To assist Forest personnel in writing and putting together performance-based work statements the Regional Office will be providing training for both technical (i.e., NEPA specialists) and contract folks. Information with regard to

Performance-based Work Statements is also available on the inter- and intranet. Some good sites include the WO acquisition management site:

fsweb.wo.fs.fed.us/aqm/procurement_info/pbsc_samples/; as well as sites from other government agencies:

www.arnet.gov/Library/OFPP/BestPractices/PPBSC/BestPPBSC.html

www.acq.osd.mil/ar/doc/pbsaguide010201.pdf

www.afcesa.af.mil/directorate/ceo/contracts/outourcing/pws/mark/et/default.html

For questions regarding this Professional Services Contract please call Sarah Langston, Contract Specialist (406-329- 3657), Laurie Hamers, Contracting Officer (406-329-3244) or Kathy Rodriguez, NEPA Contracting (406-329-3214).

Attachment 1

Vendor/Address	VID/TIN/ DUNS #'s	Fax	Project Manager
Foster Wheeler Environmental 6148 N. Discovery Way Boise, ID 83713	VID: 75-2512450B TIN: 75-2512450 DUNS: 85-3262041	(208) 672-6120	Lynn Sprague (208) 672-6106 LSprague@fwenc.com
Parametrix 5808 Lake Washington Ave NE Suite 200 Kirkland, WA 98033-7350	VID: 91-0914810A TIN: 91-0914810 DUNS: 06-956-9168	(425) 889-8808	Pam Gunther (425) 822-8880 pgunther@parametrix.com
Science Applications Int'l Corp (SAIC) 10260 Campus Point Dr, San Diego, CA 92121 C/O SAIC Project Mgr: Mr. John Everingham 405 S 8 th Street Suite 301 Boise, ID 83702	VID: 95-36301868D TIN: 95-3630868 DUNS: 14-8095086	(208) 344-5123	Everingham, John M. (208) 344-5001 john.m.everingham@saic.com
Tetra Tech, Inc 2436 Dixon Avenue Missoula, MT 59801	VID: 62-1080561F TIN: 95-4148514 DUNS: 04-5224250	(406) 449-3729	Pat Mullen (406) 543-3045 pmullen@maximusa.com

Attachment 2

Types of Work

Region 1, USDA-Forest Service, in fulfillment of their land use and management responsibilities, requires a variety of professional services in the natural, environmental and technical sciences to meet legal requirements.

Traditionally most of this work has been performed in-house with Forest Service personnel. Due to changes in organizational resources and expanding requirements, there is a need for services of outside specialists on a call-when-needed basis.

The purpose of these contracts is to obtain professional services, as needed, in support of the natural resource and land management activities of the USDA Forest Service, in Region 1 within Northern Idaho, Montana, North Dakota, and South Dakota. *In accordance with DOI and Related Agencies Appropriations Act, 2001, Public Law 106-291, Contracting Officers from BLM, BIA, FWS, NPS within the above-specified areas, may also issue task/delivery orders against this contract.* Work under these contracts will be related to the following typical subject areas; however, the list is not all-inclusive:

- 1) National Environmental Policy Act (NEPA) Projects
- 2) Landscape Analysis;
- 3) Public Involvement;
- 4) Watershed Assessments;
- 5) Writing/Editing;
- 6) Natural Resource Studies;
- 7) Heritage Resource Studies;
- 8) Geographic Information System;
- 9) Timber Management;
- 10) Social/Economic Studies;
- 11) Monitoring
- 12) Road Analysis
- 13) Fuels Management
- 14) Remote Sensing
- 15) Mining Operations Assessment/Analyses

GENERAL WORK

(a) Work will be performed in accordance with terms and conditions of the basic contracts and as specified in each task order. Data and/or property may be furnished in accordance with the Government-Furnished Property clause, as needs dictate. Government-furnished Property will be specified in the task order. The Contractor may be required to furnish both bound and unbound copies of requested reports, and reproductions of all maps, photographs, forms and texts. Computer generated (including GIS) information and supporting files shall be required as part of each task order. The government will review and the contracting officer will approve all work prior to acceptance.

(b) The Scope of Work describes the services required in general terms. Each task order may require the contractor to accomplish these services in total, or just specific, identifiable portions of these services. The following work descriptions are not all-inclusive:

NEPA Projects. Work may consist of preparing appropriate documents for Environmental Assessments, Decision Memos, or Environmental Impact Statements. The documents may require varying levels of resource analysis, field investigations, public involvement, interdisciplinary alternative development, analysis of public comments, and preparation of camera-ready documents.

Landscape Analysis. Work may consist of assessing physical, biological and social resources of an identifiable portion of an ecosystem to determine program or project opportunities. Public involvement may be a key component of this pre-NEPA type work.

Public Involvement. Work may consist of preparing scoping or project update documents for public circulation. The work may include all preparations needed to conduct public meetings or hearings, scheduling, availability of meeting room, etc. Results of public involvement efforts would be consolidated and analyzed with responses drafted for inclusion in NEPA or landscape analysis projects.

Watershed Assessments. Work may include assessment of stream and landform conditions within given watersheds. Sediment production models may be used to aid in the assessment of existing conditions and the effects of proposed activities. Potential watershed rehabilitation projects may be defined.

Writing/Editing. Work may include large documents such as required for NEPA projects or various other project/program documents.

Natural Resource Studies. Work may include field surveys or investigations utilizing interdisciplinary team participation, natural resource planning, resource report preparation, effects analysts for proposed activities, biological evaluations or assessment preparation, forage utilization use studies, development of products for public interpretation or display, developing project plans. Resource areas may include

soil, water, air, botany, fish, wildlife, visual, recreation, geology, fire/fuels management, fire ecology, range management, and related land uses.

Heritage Resource Studies. Work may include design and implementation of inventories and site evaluations for historic or pre-historic resources for the specific projects or areas. Test excavations may be required. The contractor shall furnish reports which will include personnel involved, results of the inventories and/or testing, information gathering during Native American Indian consultations, site records, location maps, determinations of significance, photographs and site excavations. Both bound and unbound copies are likely to be required in reports together with reproducibles of all maps, photographs, forms, and texts. The contractor may also be called upon to prepare nominations forms for inclusion of specific sites on the National Register of Historic Places or to arrange for curation of artifacts.

Geographic Information Systems. Work may include digitizing for entry into the system, designing and conducting various resource mapping and analysis for projects, creating various products for inclusion in NEPA or other documents or public display, or other electronic related resource or geographic analysis. Work may require expertise in Arc/Info, Federal and State GIS databases, Arc Macro Language Programming, national mapping standards, and quality control. Work may also require revisions/updates to GIS data from aerial photographs and satellite imagery, compiling and analysis of geographic data from different sources, or integration of Forest Service or other Agency models with the Arc/Info GIS.

Timber Management. Work may include conducting formal stand examinations or more general walk through examinations. Using stand and other resource information, develop diagnostic and/or implementation prescriptions for timber sale projects. Work may include all aspects of preparing timber sales from harvest unit boundary location, road location, boundary or road traverses, cruising, prescription implementation, creating sale area maps, timber sale appraisals, or related document preparation. Work may also include development of plans for accessing commercial forest lands, assigning relative values to the plans to reflect resource needs, logging/roading limitations and economics, and field verification of the plans.

Social/Economic Studies. Work may include data collection on the social and economic environment including information related to subsistence resources and uses. It may include analysis of social and economic information for NEPA or landscape analysis projects.

Monitoring. Work may include designing monitoring plans for resources, projects, or programs. It may include implementation of monitoring efforts or preparing related monitoring reports.

Engineering Surveys/Assessments/Analyses. Various analyses may be included to help determine when and if to construct new roads, reconstruct existing roads, or de-commission existing roads. Efforts could include road data collection, resource effects analysis, public involvement, report preparation, and examine and identify material sources, sampling and testing of materials for suitability as road

construction materials, and facilities assessments/surveys.

Fuels Management. Work may include preparation of fuels management plans, making cost estimates of fuel treatment projects, preparation of burning plans for wildlife, range, and brushland management projects, making recommendations for fuels treatment techniques, taking fuel measurements including documentation, or providing fuels management related support to projects.

Remote Sensing. Work may include collection and interpretation of information about target objects from a remote vantage point/platform. The most common platform currently in use includes airborne photograph, video, and satellites. Applications could include use of a Landsat TM sensor, vegetation mapping, and other image processing.

Mine Operations Assessment/Analyses. Various analyses may be needed to analyze both abandoned and active mine sites. Work may include water analysis, geochemical studies, hydrological studies and engineering analysis relative to environmental issues at mine sites.

Attachment 3

GUIDELINES FOR DEVELOPING TASK ORDERS Under the PROFESSIONAL NATURAL RESOURCES SERVICES CONTRACTS

These Regional professional natural resources services contracts are designed to be flexible in order to be responsive to our needs. These contracts may be used for non-complex or complex tasks, for a total project, or for a portion of a project where we can define the task and cost. The current contracts are available for use until July 2004.

❖ WHO CAN USE THESE CONTRACTS?

Warranted individuals at the following locations are authorized, within the limits of their delegated authority, to place orders under this contract (R1-01-22):

- USDA Forest Service, Regional Office, Missoula, MT
- Custer National Forest, Billings, MT
- Gallatin National Forest, Bozeman, MT
- Lewis and Clark National Forest, Great Falls, MT
- Helena National Forest, Helena, MT
- Beaverhead-Deerlodge National Forest, Dillon, MT
- Lolo National Forest, Missoula, MT
- Flathead National Forest, Kalispell, MT
- Kootenai National Forest, Libby, MT
- Bitterroot National Forest, Hamilton, MT
- Idaho-Panhandle National Forests, Coeur D'Alene, ID
- Clearwater National Forest, Orofino, ID
- Nez Perce National Forest, Grangeville, ID

❖ WHERE DO I BEGIN IF I WANT TO USE THESE CONTRACTS?

- The Project Program Manager (PM), in coordination with the Regional Program Manager (krodriguez@fs.fed.us, or (406) 329-3214), is responsible for developing the Task/Delivery Order and recommending to the Project Contracting Officer (CO) the appropriate sources to compete. If only one source of the multiple award contract holders is identified, documentation must be provided which addresses one of the four exceptions set forth in FAR Subpart 16.505(b)(2) or selection in accordance with FAR Subpart 36.602. The Project PM is also responsible for providing a recommendation to the Project CO regarding the designation of a specific Contracting Officer's Representative (COR) for Task/Delivery Order administration, based on their qualification in the particular discipline/resource.

- Only a warranted CO has the authority to issue a Task Order. Therefore, if you want to utilize these Task Order contracts, it is important that you contact your local or Project CO as you start to develop a task. Your CO can work with you to develop the requisition, statement of work (specifications) or program work statement, cost estimate, government-furnished materials/services, etc. Your CO is responsible for negotiating a fair and reasonable price for the task, and is responsible for ensuring that all four contractors have a fair opportunity to be considered for a task order. A purchase request or request for contract action with available funding for the task is required prior to issuance of any Task RFP (USDA – FS-6300-4; USDI – IDEAS Requisition).
- The Project CO is responsible for ensuring that individual Task/Delivery Orders clearly describe all services to be performed or supplies to be delivered, and they are **within the scope of the contract**, and that the competition requirements as stated in FAR 16.505 or FAR Subpart 36.602 and Public Law 92-582 are satisfied. Documentation addressing the above factors must be included in a Memorandum to the File or Summary of Negotiation. The Project CO is also responsible for ensuring that a certified and qualified COR is designated to represent the Government in the administration of the Task/Delivery Order. The Project CO is further responsible for the coordination of the Task/Delivery Order with the Issuing Office of the contract throughout the duration of the Order.
- The Contracting Officer that issues the Task/Delivery Order is also responsible for reporting the award in the Department's reporting system (i.e., FPDS, SF-279).

❖ **DOES WORK UNDER THIS CONTRACT NEED TO BE COMPLETED BY THE END OF THE THREE-YEAR PERIOD?**

Work does not need to be completed by the end of the three-year period. However, Task Orders **must** be awarded prior to expiration of contract date (June 30, 2004).

❖ **HOW DO I PLACE AN ORDER UNDER MULTIPLE AWARD TASK ORDER CONTRACTS (like the four awarded recently)?**

- By law, we must ensure each contractor is provided a fair opportunity to be considered for a task order taking into consideration such factors as past performance, quality of deliverables, cost control, price, cost, or other sound business judgments the Contracting Officer believes is relevant to the placement of orders. [Prices established in Attachment 5 have already been competed and evaluated as fair and reasonable.]
- The Contracting Office that proposes to issue a Task Order must submit an email to the Regional CO (slangston@fs.fed.us) at USDA Forest Service, Region 1, Regional Office, Acquisition Management Office, P.O. Box 7669, Missoula, MT

59807, that notifies the RO of the intent to place a Task Order under these Indefinite Delivery/Indefinite Quantity (IDIQ) Contracts. This request will include the following information:

- Contracting Organization's name, address and phone number.
 - A synopsis of the work to be performed.
 - Approximate dollar value of the proposed task order.
 - Name, phone number and email address of the proposed COR or Project PM.
 - If a single source is proposed, state the proposed Contractor's name, phone number, Internet address and task order number.
 - Name of the Project CO who will be responsible for competing, negotiating, awarding and administering the Order.
- Upon receipt of this information, the Regional CO responsible for overall administration of the contract will:
- Review the information received in coordination with the Regional PM who is responsible for the overall technical management of the contract.
 - Provide an order number for tracking purposes and cross-reference with the Project's order number.
- The Project CO negotiating and awarding the Task/Delivery Order will:
- Conduct an informal competition for all Task Orders over \$2,500 in accordance with FAR Subpart 16.505. In carrying out the competition requirement, streamlined competition and ordering procedures are strongly encouraged. Oral or electronic solicitations or quotations are also encouraged when the requirements are not complex, either as to specifications or number of items required.
 - If the Project CO determines one of the following exceptions are applicable, document in the Task Order file. While the FASA authority provides for reasonable exceptions to the competitive award of orders, going beyond these exceptions to designate a preferred source is prohibited.

Exceptions to competition under FAR Subpart 16.505(b)(2) are:

- ⇒ The agency need for such supplies or services is of such urgency that providing such opportunity would result in unacceptable delays;
- ⇒ Only one such Contractor is capable of providing such supplies or services required at the level of quality required because the supplies or services ordered are unique or highly specialized;
- ⇒ The order should be issued on a sole-source basis in the interest of economy and efficiency as a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order; or
- ⇒ It is necessary to place an order to satisfy a minimum guarantee.

- Document all ordering decision in the contract file.
 - Award the Task/Delivery Order under the terms and conditions of the contract, adding any project specific clauses as necessary.
 - Forward a copy of the executed Task/Delivery Order, along with supporting documentation to the Issuing Office. At a minimum, this supporting documentation should include the Contractor's proposal and the CO's Memorandum to the File or Summary of Negotiation.
 - Forward a copy of all modifications, along with supporting documentation, to the Issuing Office.
 - Coordinate with the Regional Contracting Office should problems arise with the Contractor during the project.
 - Ensure that at the completion of the project, an evaluation form is submitted to the Issuing Office. A Release of Claims should be attached to this evaluation if you use performance-based payments
- The Project COR, under the terms of a specific delegation from the Project CO, will:
- Monitor the work under the Task/Delivery Order.
 - Process and recommend for approval requests for payment (issue receiving reports if DOI).
 - Upon completion of the work, provide a written Performance Evaluation (attached) of the contractor's performance to the CO.
 - . An Evaluation Report on Contractor's performance format is attached.

❖ HOW DO I DEFINE A TASK?

- Defining the task is the first step in setting up a task order:
- Provide a clear description of what needs to be accomplished;
 - What are our expectations/objectives;
 - What is the timeframe for completion/delivery schedule;
 - What specifications or statement of work is to be used; and
 - What government-furnished materials or property that will be available for the contractor's use.
- Good judgment and common sense must be exercised when providing government-furnished services because this moves the risk from contractor to government. When providing government-furnished services, coordination is needed with any other affected staff units. Mixing government and contractor services should be used only as a last resort.
- Some tasks are harder to define than others and it is possible to sit down with a contractor(s) and jointly define a task. This allows for efficient use of both the Forest Service and contractor time in developing and negotiating a more complex task. Depending on the level of competition between Contractors, this may not

always be appropriate. Your CO will be able to help you draft a Task/Delivery Order to best meet your needs.

- The task order contracts provide for negotiating fixed-price task orders for professional natural resource services. The services contemplated by these contracts are non-personal in nature. Personal services should be procured through our ordinary acquisition procedures.

❖ HOW DO I PREPARE AN INDEPENDENT GOVERNMENT ESTIMATE?

- A good estimate of what your task will cost is important because it gives you a basis for task order negotiations. Therefore, it is important to think out your task thoroughly so you can compare the contractor's technical approach and price proposal to the work you envision. The cost estimate should also be a validity check with your task description.

- Items to consider include:

- How many people will it take to do the task in the timeframe you desire?
- What rate of production do you assume for the people performing the task?

Contractor field crews often work 10 hour days and 6-day weeks. Be sure to account for the contractor's quality assurance/quality control and project management, especially on larger, or more complex tasks.

- Factor in travel and per diem. The contract limits per diem to current [Forest Service rates](#). Consider that some contract personnel will be flying from the Seattle and/or Boise area so you will need to include round trip fares for personnel as needed. Larger duration tasks may need more than one round trip for some personnel. Meetings throughout a project may also require additional travel cost estimates. Include field camps if needed for the project.
- Based on the task description and the personnel that will do the work, estimate the costs of materials that will be needed to support the effort. Include vehicles, boats, helicopter and fixed wing as needed. These are higher cost items and it is important to include these in your estimate.
- Cost estimates need to include overhead rates.
- Similar to having a good task description, the government cost estimate will be very helpful when negotiating your final task order.

❖ HOW DO I MAKE A REQUEST FOR A TECHNICAL AND PRICE PROPOSAL?

- Once a task is defined, your project CO can transmit the request for proposal to the contractors. The contractor will respond first that they are available and will submit a proposal. The contractor will then respond with technical and price proposals. The detail needed in a technical proposal will depend upon the complexity of a task. We then evaluate their proposal and negotiate the final details and price. The COR for a particular task order will recommend award to the project CO. In order to expedite negotiating Task Orders, the request for Task Order proposal and other correspondence needed during negotiations may be accomplished via FAX or email. Hard copy signatures on the awarded Task Order will be required.
- Generally the technical proposal should be very short with just enough information to indicate the contractor's understanding of the task, how they will accomplish the task, personnel that will be used on the project, what they will deliver and their prices.

❖ WHO DOES THE NEGOTIATIONS?

- One advantage of Task Order contracts is the negotiation stage. It allows both parties to discuss any aspect of the task order to assure understanding and to seek the best overall price for the task. It also allows for discussion of creative approaches to accomplish the work at hand. Once both parties agree to the technical approach and the related price, this becomes the working contract for the task order. When a proposal comes in, it may include more effort or detail than you envisioned for your task. The negotiation stage will help you pare back the Scope of Work, but still ensure you will accomplish your project. Remember that sometimes for a little extra effort and price an overall product can be beneficial to the government. An example may be to expend additional effort to have GIS products coordinated and consistent with Forest Plan databases. Future benefits for Forest Plan feedback and/or monitoring may make it a prudent investment.
- Always keep in mind the contractors are providing services to meet our objectives. A good tool to help in this area is to ask pertinent questions in the negotiation stage. Following are some sample questions/statements that have been useful in negotiations in the past:
 - "The description of work for _____ resource did not include field investigation. Please clarify how this will be accomplished."
 - "The level of effort proposed for _____ resource area seems to be high. Please clarify why this level of effort is needed to accomplish the project objectives."

- "We are concerned about the overall level of effort, but feel that discussing the following concerns may help clarify our needs:"
- "It was not clear what was included in the \$X,XXX in Item x. Please elaborate on the description of this item and how it relates to the total cost shown."

Attachment 4

Task Order Acquisition Office and Address: _____

Name of Contractor and Address: _____

Contract Number: _____

Date of Award: _____

Task Order Price: _____

No. of Modifications: _____

a) Reasons for

Modification: _____

Contractor Performance:

Factors/Rating	Excellent	Good	Fair	Poor
Contractors overall performance				
Quality of product or service provided				

Factors	Yes	No	Explain
Compliance with essential contract terms and specifications?			
Was required delivery schedule met?			
Was contract performed within negotiated price?			

Lessons learned/additional comments: _____

Signature/Date: _____

Contracting Officer's Representative

Signature/Date: _____

Contracting Officer

Attachment 5

FOSTER WHEELER ENVIRON.		7/01-6/02			7/02-6/03			7/03-6/04	
Description	Senior	Middle	Assoc	Senior	Middle	Assoc	Senior	Middle	Assoc
Project Manager	\$119.73	\$94.84	\$74.88	\$124.52	\$98.63	\$77.88	\$129.50	\$102.58	\$80.99
Heritage Res Specialist	\$85.69	\$53.56	\$41.71	\$89.12	\$55.70	\$43.38	\$92.68	\$57.93	\$45.11
Heritage Resource Tech	\$41.86	\$34.61	\$30.32	\$43.53	\$35.99	\$31.53	\$45.28	\$37.43	\$32.79
Historian	\$70.57	\$43.21	\$41.15	\$73.39	\$44.94	\$42.80	\$76.33	\$46.74	\$44.51
Hydrologist	\$94.55	\$68.82	\$53.32	\$98.33	\$71.57	\$55.45	\$102.27	\$74.44	\$57.67
Hydrology Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Soil Scientist	\$89.99	\$65.50	\$54.08	\$93.59	\$68.12	\$56.24	\$97.33	\$70.84	\$58.49
Soil Scientist Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Botanist	\$79.84	\$65.75	\$53.32	\$83.03	\$68.38	\$55.45	\$86.35	\$71.12	\$57.67
Botany Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Wildlife Biologist	\$92.01	\$67.52	\$54.66	\$95.69	\$70.22	\$56.85	\$99.52	\$73.03	\$59.12
Wildlife Bio Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Fisheries Biologist	\$89.49	\$65.80	\$54.48	\$93.07	\$68.43	\$56.66	\$96.79	\$71.17	\$58.93
Fisheries Biol Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Geologist	\$95.03	\$67.82	\$55.25	\$98.83	\$70.53	\$57.46	\$102.78	\$73.35	\$59.76
Ecologist	\$99.35	\$68.86	\$53.31	\$103.32	\$71.61	\$55.44	\$107.46	\$74.48	\$57.66
Economist	\$89.71	\$68.78	\$53.32	\$93.30	\$71.53	\$55.45	\$97.03	\$74.39	\$57.67
Social Scientist	\$89.71	\$68.78	\$53.32	\$93.30	\$71.53	\$55.45	\$97.03	\$74.39	\$57.67
Air Quality Specialist	\$99.40	\$74.88	\$53.32	\$103.38	\$77.88	\$55.45	\$107.51	\$80.99	\$57.67
Civil Engineer	\$86.32	\$77.25	\$55.11	\$89.77	\$80.34	\$57.31	\$93.36	\$83.55	\$59.61
Forester (sale, layout, etc)	\$97.36	\$64.63	\$53.32	\$101.25	\$67.22	\$55.45	\$105.30	\$69.90	\$57.67
GIS Specialist	\$79.31	\$62.01	\$51.18	\$82.48	\$64.49	\$53.23	\$85.78	\$67.07	\$55.36
GIS Technician	\$53.78	\$43.37	\$34.63	\$55.93	\$45.10	\$36.02	\$58.17	\$46.91	\$37.46
Digitizer	\$79.31	\$62.01	\$51.18	\$82.48	\$64.49	\$53.23	\$85.78	\$67.07	\$55.36
Remote Sensing Analyst	\$89.19	\$74.88	\$53.32	\$92.76	\$77.88	\$55.45	\$96.47	\$80.99	\$57.67
Silviculturist	\$89.79	\$68.39	\$53.32	\$93.38	\$71.13	\$55.45	\$97.12	\$73.97	\$57.67
Forestry Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Landscape Architect	\$96.00	\$67.94	\$53.32	\$99.84	\$70.66	\$55.45	\$103.83	\$73.48	\$57.67
Recreation Specialist	\$96.00	\$67.94	\$53.32	\$99.84	\$70.66	\$55.45	\$103.83	\$73.48	\$57.67
Fuels Specialist	\$92.52	\$74.88	\$53.32	\$96.22	\$77.88	\$55.45	\$100.07	\$80.99	\$57.67
Entomologist	\$109.48	\$74.88	\$48.51	\$113.86	\$77.88	\$50.45	\$118.41	\$80.99	\$52.47
Entomologist Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Pathologist	\$113.62	\$74.88	\$48.51	\$118.16	\$77.88	\$50.45	\$122.89	\$80.99	\$52.47
Geotechnical Engineer	\$93.86	\$68.78	\$53.32	\$97.61	\$71.53	\$55.45	\$101.52	\$74.39	\$57.67
Range Conservationist	\$92.51	\$68.78	\$53.32	\$96.21	\$71.53	\$55.45	\$100.06	\$74.39	\$57.67
Range Technician	\$52.06	\$43.07	\$37.95	\$54.14	\$44.79	\$39.47	\$56.31	\$46.58	\$41.05
Geochemist	\$87.61	\$68.78	\$53.32	\$91.11	\$71.53	\$55.45	\$94.76	\$74.39	\$57.67
Mining Engineer	\$99.32	\$74.88	\$53.32	\$103.29	\$77.88	\$55.45	\$107.42	\$80.99	\$57.67
Records Manager	\$68.49	\$58.25	\$49.50	\$71.23	\$60.58	\$51.48	\$74.08	\$63.00	\$53.54
Writer/editor	\$72.92	\$55.51	\$48.14	\$75.84	\$57.73	\$50.07	\$78.87	\$60.04	\$52.07
Graphic Artist	\$74.53	\$61.85	\$51.19	\$77.51	\$64.32	\$53.24	\$80.61	\$66.90	\$55.37
Principle Responsible Party	\$83.47	\$64.43	\$49.12	\$86.81	\$67.01	\$51.08	\$90.28	\$69.69	\$53.13

TETRA TECH, INC.		7/01-6/02			7/02-6/03			7/03-6/04	
Description	Senior	Middle	Assoc	Senior	Middle	Assoc	Senior	Middle	Assoc
Project Manager	\$120.63	\$68.08	\$27.15	\$125.81	\$71.01	\$28.32	\$130.85	\$73.85	\$29.45
Heritage Resource Specialist	\$61.24	\$34.99	\$30.33	\$63.88	\$36.50	\$31.63	\$66.43	\$37.96	\$32.90
Heritage Resource Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Historian	\$61.24	\$34.99	\$30.33	\$63.88	\$36.50	\$31.63	\$66.43	\$37.96	\$32.90
Hydrologist	\$85.14	\$60.80	\$47.23	\$88.80	\$63.41	\$49.26	\$92.35	\$65.95	\$51.24
Hydrology Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Soil Scientist	\$79.98	\$58.53	\$46.93	\$83.31	\$61.05	\$48.95	\$86.64	\$63.49	\$50.91
Soil Scientist Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Botanist	\$69.98	\$50.76	\$43.20	\$72.99	\$52.94	\$45.06	\$75.91	\$55.06	\$46.86
Botany Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Wildlife Biologist	\$76.43	\$59.40	\$46.66	\$79.72	\$61.95	\$48.66	\$82.91	\$64.43	\$50.61
Wildlife Biologist Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Fisheries Biologist	\$72.68	\$59.40	\$47.15	\$75.80	\$61.95	\$49.18	\$78.84	\$64.43	\$51.15
Fisheries Biol Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Geologist	\$79.88	\$58.53	\$46.93	\$83.31	\$61.05	\$48.95	\$86.64	\$63.49	\$50.91
Ecologist	\$64.15	\$59.64	\$46.66	\$66.91	\$62.20	\$48.66	\$69.59	\$64.69	\$50.61
Economist	\$76.47	\$59.89	\$45.93	\$79.76	\$62.46	\$47.91	\$82.95	\$64.96	\$49.82
Social Scientist	\$93.19	\$59.89	\$45.93	\$97.20	\$62.46	\$47.91	\$101.09	\$64.96	\$49.82
Air Quality Specialist	\$75.83	\$54.60	\$47.23	\$79.10	\$56.95	\$49.26	\$82.26	\$59.22	\$51.24
Civil Engineer	\$76.33	\$68.08	\$51.64	\$79.62	\$71.01	\$53.86	\$82.80	\$73.85	\$56.01
Forester (sale, layout, etc)	\$95.04	\$59.64	\$53.24	\$99.13	\$62.20	\$55.53	\$103.09	\$64.69	\$57.75
GIS Specialist	\$68.53	\$60.08	\$48.01	\$71.47	\$62.66	\$50.07	\$74.33	\$65.17	\$52.08
GIS Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Digitizer	\$48.92	\$42.22	\$34.91	\$51.03	\$44.04	\$36.41	\$53.07	\$45.80	\$37.87
Remote Sensing Analyst	\$68.53	\$60.08	\$48.01	\$71.47	\$62.66	\$50.07	\$74.33	\$65.17	\$52.08
Silviculturist	\$95.04	\$59.64	\$47.15	\$99.13	\$62.20	\$49.18	\$103.09	\$64.69	\$51.15
Forestry Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Landscape Architect	\$87.85	\$65.20	\$47.23	\$91.63	\$68.01	\$49.26	\$95.29	\$70.73	\$51.24
Recreation Specialist	\$65.58	\$65.20	\$47.23	\$68.40	\$68.01	\$49.26	\$71.13	\$70.73	\$51.24
Fuels Specialist	\$91.80	\$58.53	\$46.93	\$95.75	\$61.05	\$48.95	\$99.58	\$63.49	\$50.91
Entomologist	\$90.65	\$59.40	\$47.15	\$94.54	\$61.95	\$49.18	\$98.33	\$64.43	\$51.15
Entomologist Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Pathologist	\$95.04	\$59.64	\$47.15	\$99.13	\$62.20	\$49.18	\$103.09	\$64.69	\$51.15
Geotechnical Engineer	\$80.87	\$58.53	\$46.93	\$84.35	\$61.05	\$48.95	\$87.72	\$63.49	\$50.91
Range Conservationist	\$72.68	\$59.64	\$47.15	\$75.80	\$62.20	\$49.18	\$78.84	\$64.69	\$51.15
Range Technician	\$25.72	\$22.20	\$18.36	\$26.83	\$23.16	\$19.15	\$27.90	\$24.08	\$19.91
Geochemist	\$81.95	\$58.53	\$46.93	\$85.48	\$61.05	\$48.95	\$88.90	\$63.49	\$50.91
Mining Engineer	\$80.87	\$68.08	\$51.64	\$84.35	\$71.01	\$53.86	\$87.72	\$73.85	\$56.01
Records Manager	\$49.34	\$43.97	\$38.48	\$51.46	\$45.86	\$40.14	\$53.52	\$47.69	\$41.75
Writer/editor	\$58.11	\$44.46	\$38.46	\$60.61	\$46.38	\$40.11	\$63.04	\$48.23	\$41.72
Graphic Artist	\$55.37	\$49.06	\$38.93	\$57.75	\$51.17	\$40.61	\$60.07	\$53.22	\$42.23
Principle Responsible Party	\$64.15	\$59.64	\$46.66	\$66.91	\$62.20	\$48.66	\$69.59	\$64.69	\$50.61

SAIC		7/01-6/02			7/02-6/03			7/03-6/04	
Description	Senior	Middle	Assoc	Senior	Middle	Assoc	Senior	Middle	Assoc
Project Manager	\$102.78	\$68.32	\$44.81	\$104.84	\$69.68	\$45.74	\$106.98	\$71.06	\$46.64
Heritage Resource Specialist	\$58.60	\$50.03	\$42.07	\$59.76	\$51.04	\$42.92	\$60.95	\$52.05	\$43.80
Heritage Resource Technician	\$45.74	\$26.89	\$14.12	\$46.67	\$26.89	\$14.12	\$47.59	\$26.89	\$14.12
Historian	\$70.30	\$59.60	\$42.07	\$71.03	\$59.76	\$42.92	\$71.75	\$60.95	\$43.80
Hydrologist	\$94.84	\$74.70	\$45.14	\$97.70	\$76.19	\$46.04	\$100.62	\$77.73	\$46.96
Hydrology Technician	\$56.87	\$52.23	\$45.45	\$58.01	\$53.80	\$46.82	\$59.20	\$55.42	\$48.22
Soil Scientist	\$96.73	\$71.89	\$64.28	\$99.63	\$72.63	\$65.57	\$102.60	\$73.34	\$66.94
Soil Scientist Technician	\$50.29	\$47.11	\$45.43	\$51.81	\$48.53	\$45.90	\$53.36	\$49.98	\$46.36
Botanist	\$96.73	\$61.44	\$56.20	\$99.63	\$62.63	\$56.79	\$102.60	\$63.91	\$57.35
Botany Technician	\$40.58	\$39.13	\$37.07	\$41.43	\$39.91	\$37.84	\$42.26	\$40.71	\$38.61
Wildlife Biologist	\$51.91	\$44.84	\$40.28	\$52.95	\$45.74	\$41.11	\$54.04	\$46.64	\$41.92
Wildlife Biologist Technician	\$40.39	\$37.07	\$25.48	\$41.21	\$37.84	\$25.48	\$42.04	\$38.61	\$25.48
Fisheries Biologist	\$73.20	\$60.02	\$50.29	\$75.41	\$60.02	\$50.79	\$77.66	\$60.02	\$51.30
Fisheries Biol Technician	\$40.58	\$35.49	\$22.72	\$40.58	\$35.49	\$22.72	\$40.58	\$35.49	\$22.72
Geologist	\$89.40	\$70.15	\$40.85	\$91.20	\$71.56	\$41.66	\$93.03	\$72.98	\$42.45
Ecologist	\$103.34	\$83.35	\$44.38	\$105.44	\$85.02	\$45.27	\$107.58	\$86.79	\$46.19
Economist	\$92.00	\$60.84	\$49.63	\$92.92	\$62.09	\$50.14	\$93.84	\$63.35	\$50.65
Social Scientist	\$106.52	\$69.64	\$51.91	\$107.61	\$71.05	\$52.97	\$108.66	\$72.51	\$54.02
Air Quality Specialist	\$95.32	\$80.48	\$64.71	\$96.22	\$81.29	\$65.33	\$97.20	\$82.10	\$66.00
Civil Engineer	\$94.22	\$73.16	\$51.00	\$97.44	\$75.65	\$52.72	\$100.74	\$78.22	\$54.52
Forester (sale, layout, etc)	\$60.96	\$44.81	\$40.39	\$63.11	\$45.74	\$41.21	\$65.31	\$46.64	\$42.04
GIS Specialist	\$80.55	\$61.50	\$42.07	\$81.36	\$62.12	\$42.92	\$82.15	\$62.74	\$43.80
GIS Technician	\$44.04	\$40.85	\$39.32	\$44.96	\$41.66	\$40.09	\$45.80	\$42.45	\$40.92
Digitizer	\$44.04	\$42.07	\$39.32	\$44.96	\$42.92	\$40.09	\$45.80	\$43.80	\$40.92
Remote Sensing Analyst	\$94.42	\$52.64	\$37.44	\$95.38	\$53.69	\$37.79	\$96.33	\$54.78	\$38.20
Silviculturist	\$72.05	\$49.88	\$38.79	\$74.94	\$51.64	\$40.17	\$77.92	\$53.44	\$41.57
Forestry Technician	\$44.81	\$40.39	\$38.79	\$45.74	\$41.21	\$40.17	\$46.64	\$42.04	\$41.57
Landscape Architect	\$85.38	\$69.84	\$59.90	\$86.20	\$69.84	\$59.90	\$87.09	\$69.84	\$59.90
Recreation Specialist	\$68.32	\$51.91	\$42.07	\$69.68	\$52.97	\$42.92	\$71.06	\$54.02	\$43.80
Fuels Specialist	\$72.05	\$60.03	\$38.79	\$74.94	\$62.42	\$40.17	\$77.92	\$64.93	\$41.57
Entomologist	\$87.39	\$70.00	\$55.12	\$87.39	\$70.00	\$55.12	\$87.39	\$70.00	\$55.12
Entomologist Technician	\$36.00	\$33.60	\$30.00	\$36.00	\$33.60	\$30.00	\$36.00	\$33.60	\$30.00
Pathologist	\$77.60	\$60.03	\$50.00	\$79.92	\$61.81	\$51.50	\$82.32	\$63.69	\$53.06
Geotechnical Engineer	\$107.80	\$85.16	\$46.59	\$109.99	\$86.89	\$46.59	\$112.27	\$88.72	\$46.59
Range Conservationist	\$97.82	\$53.13	\$49.88	\$99.77	\$54.98	\$51.64	\$101.79	\$56.91	\$53.44
Range Technician	\$40.58	\$35.18	\$24.10	\$41.43	\$35.90	\$24.10	\$42.26	\$36.63	\$24.10
Geochemist	\$89.40	\$66.53	\$40.85	\$91.20	\$67.85	\$41.66	\$93.03	\$69.20	\$42.45
Mining Engineer	\$88.66	\$65.59	\$41.74	\$90.42	\$66.92	\$42.57	\$92.24	\$68.30	\$43.38
Records Manager	\$53.38	\$46.35	\$39.33	\$54.14	\$47.29	\$40.11	\$55.11	\$48.23	\$40.93
Writer/editor	\$86.07	\$54.98	\$34.43	\$86.91	\$56.07	\$35.15	\$87.80	\$57.18	\$35.87
Graphic Artist	\$44.04	\$42.07	\$34.58	\$44.96	\$42.92	\$35.26	\$45.80	\$43.80	\$35.99
Principle Responsible Party	\$81.19	\$69.62	\$50.72	\$82.83	\$71.02	\$51.73	\$84.51	\$72.41	\$52.78

PARAMETRIX	10/01-6/02			7/02-6/03			7/03-6/04		
Description	Senior	Middle	Associate	Senior	Middle	Associate	Senior	Middle	Associate
Project Manager	\$121.00	\$114.95	\$109.20	\$127.05	\$120.70	\$114.66	\$133.40	\$126.73	\$120.40
Heritage Resource Specialist	\$75.90	\$43.01	\$39.38	\$79.70	\$45.16	\$41.35	\$83.68	\$47.42	\$43.42
Heritage Resource Technician	\$39.68	\$32.79	\$29.74	\$41.66	\$34.43	\$31.23	\$43.75	\$36.15	\$32.79
Historian	\$58.82	\$47.59	\$39.38	\$61.76	\$49.97	\$41.35	\$64.85	\$52.47	\$43.42
Hydrologist	\$88.00	\$71.50	\$60.50	\$92.40	\$75.08	\$63.53	\$97.02	\$78.83	\$66.70
Hydrology Technician	\$60.80	\$51.20	\$43.27	\$63.84	\$53.76	\$45.43	\$67.03	\$56.45	\$47.71
Soil Scientist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Soil Scientist Technician	\$60.80	\$51.20	\$41.60	\$63.84	\$53.76	\$43.68	\$67.03	\$56.45	\$45.86
Botanist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Botany Technician	\$60.80	\$51.20	\$41.60	\$63.84	\$53.76	\$43.68	\$67.03	\$56.45	\$45.86
Wildlife Biologist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Wildlife Biologist Technician	\$60.80	\$51.20	\$41.60	\$63.84	\$53.76	\$43.68	\$67.03	\$56.45	\$45.86
Fisheries Biologist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Fisheries Biologist Technician	\$60.80	\$51.20	\$41.60	\$63.84	\$53.76	\$43.68	\$67.03	\$56.45	\$45.86
Geologist	\$85.00	\$75.00	\$65.00	\$89.25	\$78.75	\$68.25	\$93.71	\$82.69	\$71.66
Ecologist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Economist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Social Scientist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.79	\$71.66	\$63.95
Air Quality Specialist	\$105.34	\$85.00	\$65.00	\$110.61	\$89.25	\$68.25	\$116.14	\$93.71	\$71.66
Civil Engineer	\$130.49	\$95.00	\$75.00	\$137.01	\$99.75	\$78.75	\$143.87	\$104.74	\$82.69
Forester (sale, layout, logging)	\$86.26	\$63.80	\$55.00	\$90.57	\$66.99	\$57.75	\$95.10	\$70.34	\$60.64
GIS Specialist	\$85.57	\$81.29	\$77.23	\$89.85	\$85.36	\$81.09	\$94.34	\$89.62	\$85.14
GIS Technician	\$60.80	\$54.16	\$43.24	\$63.84	\$56.87	\$45.40	\$67.03	\$59.71	\$47.67
Digitizer	\$65.50	\$54.16	\$43.24	\$68.78	\$56.87	\$45.40	\$72.21	\$59.71	\$47.67
Remote Sensing Analyst	\$66.74	\$63.40	\$60.23	\$70.08	\$66.57	\$63.24	\$73.58	\$69.90	\$66.41
Silviculturist	\$86.26	\$63.80	\$55.00	\$90.57	\$66.99	\$57.75	\$95.10	\$70.34	\$60.64
Forestry Technician	\$44.00	\$38.50	\$30.80	\$46.20	\$40.43	\$32.34	\$48.51	\$42.45	\$33.96
Landscape Architect	\$87.10	\$73.25	\$69.59	\$91.46	\$76.91	\$73.07	\$96.03	\$80.76	\$76.72
Recreation Specialist	\$87.10	\$73.25	\$69.59	\$91.46	\$76.91	\$73.07	\$96.03	\$80.76	\$76.72
Fuels Specialist	\$97.33	\$63.80	\$54.08	\$102.20	\$66.99	\$56.78	\$107.31	\$70.34	\$59.62
Entomologist	\$60.50	\$60.50	\$60.50	\$63.53	\$63.53	\$63.53	\$66.70	\$66.70	\$66.70
Entomologist Technician	\$60.80	\$51.20	\$41.60	\$63.84	\$53.76	\$43.68	\$67.03	\$56.45	\$45.86
Pathologist	\$165.00	\$110.00	\$110.00	\$173.25	\$115.50	\$115.50	\$181.91	\$121.28	\$121.28
Geotechnical Engineer	\$93.50	\$82.50	\$71.50	\$98.18	\$86.63	\$75.08	\$103.08	\$90.96	\$78.83
Range Conservationist	\$88.00	\$71.50	\$60.50	\$92.40	\$75.08	\$63.53	\$97.02	\$78.83	\$66.70
Range Technician	\$60.80	\$51.20	\$41.60	\$63.84	\$53.76	\$43.68	\$67.03	\$56.45	\$45.86
Geochemist	\$93.50	\$82.50	\$71.50	\$98.18	\$86.63	\$75.08	\$103.08	\$90.96	\$78.83
Mining Engineer	\$93.50	\$82.50	\$71.50	\$98.18	\$86.63	\$75.08	\$103.08	\$90.96	\$78.83
Records Manager	\$53.00	\$51.96	\$45.08	\$55.65	\$54.56	\$47.33	\$58.43	\$57.29	\$49.70
Writer/editor	\$82.50	\$66.00	\$55.00	\$86.63	\$69.30	\$57.75	\$90.96	\$72.77	\$60.64
Graphic Artist	\$76.00	\$65.00	\$58.00	\$79.80	\$68.25	\$60.90	\$83.76	\$71.66	\$63.95
Principle Responsible Party	\$78.77	\$56.11	\$39.82	\$82.71	\$58.92	\$41.81	\$96.84	\$61.86	\$43.90